

TITLE: Par-Faits (And Other Faits)

AUTHOR: (b)(3)(c)

VOLUME: 28 ISSUE: Summer YEAR: 1984

STUDIES IN INTELLIGENCE



A collection of articles on the historical, operational, doctrinal, and theoretical aspects of intelligence.

All statements of fact, opinion or analysis expressed in Studies in Intelligence are those of the authors. They do not necessarily reflect official positions or views of the Central Intelligence Agency or any other US Government entity, past or present. Nothing in the contents should be construed as asserting or implying US Government endorsement of an article's factual statements and interpretations.

~~CONFIDENTIAL~~*Second helping***PAR-FAITS (AND OTHER FAITS)**

(b)(3)(c)

What follow are additional quotations from Performance Appraisal Reports, selected by Mr(b)(3)(c) over the course of years in which it was his duty to examine such documents, and embellished with his introductory comments. The first compilation appeared in the Spring 1984 issue of *Studies in Intelligence*, Volume 28, Number 1. In this installment, as in the first, the quotations are rendered faithfully, with misspellings and other errors intact. And, as before, all persons referred to and quoted are to remain anonymous.

The officer who kills with kindness:

"He is endowed with a certain lethal gentleness."

For one given to stepping in various matters of substance, but always with aplomb:

"Although he sometimes errs on matters of substance he rarely errs on matters of form."

The case of the reluctant back-slapper:

"When he was reminded that it is a fundamental to stop and develop . . . he has replied that he is not a back-slapper. Since I credit him with high intelligence, I can only assume that he has intentionally missed the point."

In addition to not being a grandfather . . . :

(First PAR of a 22-year-old case officer) "This officer lacks field experience."

One who can pat his head hard but has trouble rubbing his stomach at the same time:

"He commits everything to paper voluminously but poorly."

The fiscal intolerant:

"Subject has no use for Agency funds."

The open-minded supervisor:

"I both like and dislike this officer."

When sticks and stones could hurt, keep a distance:

"Subject has left this Branch. Hence there is no objection to his seeing this fitness report."

~~CONFIDENTIAL~~

CONFIDENTIAL

Par-faits

Nobody said it would be a rose garden:

"Through no fault of his own, Subject was deprived of his household goods."

The chap from Column A:

"I think he is one of the best ethnic Chinese I have met."

Where, When, Why?

"He is already fully loaded."

When a flexed alias might be a spectral pectoral:

"He has learned to use and flex his alias identity."

Just your garden-variety misanthrope:

"... basically, he doesn't like people."

Cause?

"She is hypocritical."

Effect?

"Although unmarried she has growth potential."

Handicapped by a head-on collision of genes:

"Only a biological accident robbed her of the opportunity to demonstrate that she could perform equally well as a field case officer."

As a seal balances a Potemkin ball . . . (or although it takes both hands):

"Subject skillfully balances this Potemkin village."

Observed while moonlighting:

"He supervises one part-time wife."

The running amok of profundity:

"If there is no operational progress made in a one-man station, the incumbent cannot share the blame."

But absence makes the heart to ponder:

"This employee is not located under me physically; However, I concur."

The "Whistling Dixie" specialist:

"His breath is, however, narrowed by his speciality."

When in doubt beat your highchair with a spoon:

"He lacks self-confidence but is aggressive."

The successful obscurantist:

"He has a promising relationship with an obscure government official."

The subtle, dental floss kind:

"This student did excellent work but he could have done better if he had drilled more."

Par-faits

CONFIDENTIAL

When a tactile or gutsy statement is needed:

"His 'feel' is excellent and his stomach is often more reliable than our considered thoughtful processes."

When you desire to thoroughly screw up, not merely mix, your metaphor:

"He is learning the bureaucratic necessity of documenting a base and learning what can serve as an effective stick to compliment his carrot."

Setting high goals:

"He must try to not make mistakes that are unavoidable."

Dealing with the prima donna:

"At times I would like him to control himself as well as he controls his branch."

If it can be simply stated, try and complicate it with at least one word foolishly out of context:

"Furthermore, there are extenuating circumstances which should be factored into the final calculus."

Clever:

"Less the reader be led to believe that the purpose of this report is to canonize Subject, it should be noted that he lacks certain saintly traits."

Giving the rated officer credit for activities for which he may or may not be responsible:

(b)(1) "He got off to a fast start. Within the first six months of his arrival (in
(b)(3)(c) [redacted] the U.S. hostages were taken in Iran and the Soviets had invaded Afghanistan."

Putting it in a nutshell:

"The ability to converse in a language in which the participants are fluent narrows the possibility of a misunderstanding based on language."

Good bread and butter approach:

"He proved himself an accomplished officer in all phases of clandestine activities including management and supervisory rolls."

The 17-word-a-minute typist—but she hits each key as hard as she can:

"Her deficiencies are directly related to her effort to do a better job."

In Sick Gloria Transit:

"She has greatly improved her penchant for typographical errors."

The none-of-your-business aside:

"He has the capacity to do an intelligence analyst."

One way of saying you can't tell whether he's coming or going:

"He presents a symetrical appearance."

CONFIDENTIAL

85

CONFIDENTIAL

Par-faits

A secretarial sequitor?

"She was my secretary until she left on maternity leave. It has been a pleasure to watch her grow in this new and challenging role."

The non-complainer:

"She has never complained about the long hours required to service four officers on a daily basis."

Those important adjuncts:

"She has become a very important adjunct of the personal life of the COS and his front office."

The tortoise:

"He is a steady worker who keeps the workload of his assignment to a minimum."

A wondrous thing to see—the aplomb and precision of an overweight meat cleaver:

"She continues to handle all of the new requirements with the aplomb and precision of a 10 pound meat cleaver."

Risking that they bite the hand that kneads and feeds them:

"She massages and feeds [] NOC officers."
(b)(3)(c)

A man for all seasons:

"He expects to start night school classes in the fall; meantime he is studying Spanish with a friend who is in school."

The timely grunter:

"Subject's handling of the English language is inferior but he makes up for it with promptness."

When one is walking backward through life:

"To a large degree his future is behind him."

Telling it like it is:

"He is a section chief responsible for the perpetration of CA."

Going forward in a forward leaning, ongoing continuing continuum:

"He has served in a position of furnishing continuous continuity to this base."

Quick as a steel trap on shaky ground:

"He was quick to offer comment but just as quick to adjust his thinking when it became apparent to him that he was on infirm ground."

Lost in the shuffle:

"Had the Directorate not been reorganized he would have been okay."

Par-faits

CONFIDENTIAL

Sort of like being pounced upon:

"One of his prime weaknesses is poor spelling, a matter he has been counceled upon."

Although creeping and ever so subtle:

". . . Subject is displaying indications towards acquiring maturity."

Those unspoken devious duties:

". . . duties too specious to list."

The office was sparsely furnished:

"It is a pleasure to have her on my desk."

The office Amazon:

"She is a very strong secretary who supports six officers."

The great cop out:

"There is little doubt that if the intelligence clerk herself had more aptitude or perhaps intelligence, Subject could have demonstrated that he warranted a higher grade as a supervisor."

Keep it wrong and redundant. Repeat, go back and do it over again once more:

"This is Subject's last field rating for some time after several concurrent tours at the same time."

Doggedly barking up the wrong tree:

"Subject has doggedly plowed ahead and attempted to provide momentum in areas that are potentially non-cooperative."

Colorful:

"Members of his crew were all green, including his young secretary."

The pedestrian crier:

"He was so moved that tears began strolling down his face."

Alive and alert:

"Subject is a highly conscious professional."

Make a verb out of anything:

"I would nuance the rater's comments."

Make an adverb out of anything:

"He handles his financial accounting as he does all his other responsibilities—scrutinously."

For special needs such as age, impotence, etc.:

"I believe he was laboring under a certain motivational disadvantage."

CONFIDENTIAL

87

CONFIDENTIAL

Par-faits

Sharing:

"He, in turn, exercises partial supervision over the activities of one secretary."

The carefully considered, from what can be observed, litote:

"I have considered carefully and from what I have observed, there is no reason for me to not concur in the letter grades and most of the narrative of the rating officer."

Hoping:

"Now he needs lady luck to smile just a bit in order to capitalize upon that base in terms of a personal achievement to cap this tour."

When all else fails:

"This officer reports promptly for work."

This article is classified CONFIDENTIAL.